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July 3, 1991

Mr. Joshua Lederberg, Ph.D.  
President - *ementus*  
Rockefeller University  
1230 York Avenue  
New York, New York 10021

Dear Dr. Lederberg:

During a conversation with Patrick Enright, Sam Eletr, a consultant of Applied Biosystems suggested to Pat that your participation on the Board of Directors of Applied Biosystems would provide a significant contribution to the Company.

The idea of such a participation is very intriguing and I want to let you know that I would be very pleased to explore such a possibility with you. Please let me know your comments and interest on this prospect.

Sincerely,

A handwritten signature in cursive script, appearing to read 'A. Marion'.

André F. Marion  
Chairman of the Board  
Chief Executive Officer

JUL 23 1991

AFM:dp

I am certainly intrigued by this possibility.

The recent announcements of the CEFus / Roche / Chem arrangements may have cleared the way. I certainly want to stay in touch with you!

Sincerely,  
Joshua Lederberg